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August 12, 1997

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

**PLAN FOR ENCOURAGING COUNTY CONTRACTORS TO PARTICIPATE IN
GREATER AVENUES FOR INDEPENDENCE (GAIN) HIRING (3 VOTES)**

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the attached plan designed to encourage County contractors to hire GAIN participants (Attachment I).
2. Instruct all County departments and request the Assessor, District Attorney, Sheriff, Superior, and Municipal Courts to implement the plan as appropriate.

PURPOSE OF RECOMMENDED ACTION:

On April 8, 1997, on motion of Supervisor Yaroslavsky, the Board instructed the Chief Administrative Officer to develop a plan to encourage County contractors to hire GAIN participants. The attached plan, which includes criteria and thresholds of participation for the types of companies and contractors to be targeted, was jointly developed by the Department of Public Social Services (DPSS), the Department of Children and Family Services (DCFS), the Department of Human Resources (DHR), the Internal Services Department (ISD), and the Chief Administrative Office (CAO).

The plan will be one more component in the County's efforts to move Aid to Families with Dependent Children (AFDC) recipients from welfare to employment in compliance with the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. It will also enhance public-private partnerships in the GAIN program.

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JUSTIFICATION:

DPSS' GAIN program provides a range of services to assist Aid to Families with Dependent Children (AFDC) recipients to make the transition from welfare to employment. These services include the "Job Club", which is a job skills workshop where GAIN participants are taught job search techniques, interview skills, resume development, and are provided access to telephones, computers, fax machines, and clothing necessary to assist in obtaining employment.

The GAIN office also coordinates job fairs, obtains job bulletins from other agencies (including State, Federal, Local, profit, and nonprofit), and provides employment counselors to support and monitor the GAIN participants' progress. Additionally, DPSS employs GAIN job developers in local regions that contact businesses throughout the County to identify employment opportunities.

A sampling of the occupations for which GAIN participants are given training includes manufacturing, general office and clerical positions, food service, security services and building and grounds maintenance. Many of these occupations, as well as others, are utilized in the delivery of County contracted services. Implementation of the plan will further encourage the public-private partnerships that are essential to maximizing the successful transition of GAIN participants from welfare to full-time, permanent, unsubsidized employment.

FISCAL IMPACT:

There will be no additional net County cost needed to implement the plan. Departments will absorb the workload within existing resources. To the extent that GAIN participants obtain full-time, permanent, unsubsidized employment, there will be assistance cost savings which are currently unquantifiable.

FINANCING:

This subject does not apply.

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FACTS AND PROVISIONS/LEGAL REQUIREMENTS:

The plan includes both outreach efforts and changes in the internal County contracting process that will encourage County contractors to give consideration to hiring GAIN participants. In addition, contract language designed to accomplish this goal has been developed and cleared by County Counsel. Specific details of the planned outreach efforts and contracting process are included in the attached plan.

CONTRACTING PROCESS:

As discussed in the plan, departments will include selection criteria in Requests for Proposal (RFP) that give priority to bidders who demonstrate a willingness to hire GAIN participants. Departments will also include language in all new contracts, renewals, and amendments requesting contractors to give appropriate consideration to hiring qualified GAIN participants provided it does not create a conflict of interest. Attachment II is a sample clause that has been reviewed and approved by County Counsel.

IMPACT ON CURRENT SERVICES:

This plan will enhance the current GAIN program by providing a targeted source of potential employment opportunities for GAIN participants.

NEGATIVE DECLARATION/ENVIRONMENTAL IMPACT REPORT:

This subject does not apply.

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CONCLUSION:

On July 15, 1997, the Board adopted a plan to enhance County departments employment of GAIN participants. With the adoption of this plan to encourage County contractors employment of GAIN participants, the County will have established a comprehensive program to increase the overall hiring of GAIN participants and ensure the ongoing success of the GAIN program.

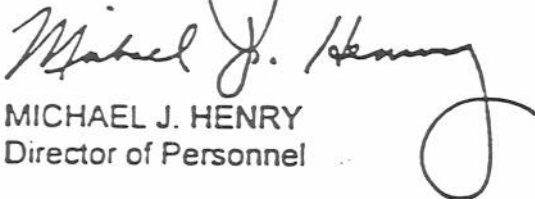
Respectfully submitted,



DAVID E. JANSSEN
Chief Administrative Officer



LYNN BAYER
Director of Public Social Services



MICHAEL J. HENRY
Director of Personnel

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Attachments

- c: County Counsel
- Executive Officer, Board of Supervisors
- Each Department Head

Planned Actions to Encourage GAIN Participation by County Contractors

Although some GAIN participants are skilled and have completed specialized training in various occupations including health care, general office, education, automotive, and construction, their skill levels may not be compatible with the job requirements listed in the existing job bulletins. To increase employment opportunities for the GAIN participants, the following actions will be implemented.

Outreach Efforts

1. DPSS will develop a GAIN program marketing brochure for each department to distribute to County contractors. The brochure will introduce the GAIN program and identify the benefits of using GAIN employment services. Additionally, the brochure will identify regional administrative offices to contact if interested in hiring GAIN participants. Listed below are some criteria departments may consider in selecting contractors that should receive the GAIN brochure.

As added motivation for the contractors, a letter from one or more Board members supporting GAIN participation and accompanying the GAIN brochure may help entice more contractors to participate in GAIN.

2. DPSS will send GAIN job developers to the site of those contractor's expressing interest, as they currently do with other employers interested in GAIN. The job developer will answer questions and provide additional information on program benefits and participation. Additionally, DPSS will arrange an on-site visit to a GAIN program office for an actual demonstration of the GAIN operations if contractors are interested.
3. DPSS and representatives from each affected department will meet with the top private sector contractors, suppliers, and vendors that do the most business with the County to strongly urge voluntary participation in either hiring GAIN participants or enrolling GAIN participants in their training programs. DPSS will provide an overview of GAIN services and explain the benefits of participating in GAIN. Initially, the top 25 contractors from DPSS, DCFS, Probation, ISD, and Parks and Recreation will be requested to participate and the meeting will be coordinated by DHR.
4. Although it is not directly aimed at County contractors, DPSS will include an advertisement in their Internet web site to solicit companies that are interested in hiring GAIN participants or enrolling them in their training programs. Interested companies will be able to respond to the advertisement through e-mail.
5. DPSS will encourage County contractors to attend GAIN job fairs. DPSS GAIN job fairs are held monthly in regional locations throughout the County and are attended by local businesses and private industry councils. The job fairs provide a venue for the contractors to meet GAIN participants and discuss employment opportunities.

Internal County Contracting Process

- ✓ 1. During the competitive bid process, Departments will include selection criteria in Requests for Proposal (RFP) giving priority to bidders that (a) have a proven track record of hiring GAIN participants, or (b) are willing to hire GAIN participants, and if currently available, will provide employed GAIN participants access to their employee mentoring programs to assist welfare recipients obtain permanent employment and/or promotional opportunities.
2. Departments will include language in all new contracts, renewals, and amendments requesting contractors to consider hiring GAIN participants provided it does not create a conflict of interest. Attachment I is a sample clause that has been reviewed and approved by County Counsel.

Contractor Participation Criteria

Successful welfare reform efforts will rely heavily on the private sector's participation in providing employment to welfare recipients. Ideally, efforts should be made to encourage all types and sizes of businesses and County contractors. However, from a practical standpoint, the following criteria are recommended to prioritize the types of County contractors that should definitely be contacted and sent a GAIN marketing brochure.

- Businesses that employ entry level employees. In addition to the occupations previously mentioned, GAIN workers have been successful in obtaining entry level employment in the food services, transportation, retailing, manufacturing, and landscaping industries.
- County contractors with agreements that equal or exceed \$250,000 in annual expenditures. The \$250,000 threshold is currently used to encourage contractors to hire County employees from reemployment lists and appears to work satisfactorily.
- Contractors with offices located in Los Angeles or neighboring counties. Since the majority of the GAIN participants rely on public transportation and/or lack resources to relocate, we anticipate greater success in placing participants with local businesses.

ATTACHMENT II

The following clause has been reviewed and approved by County Counsel. Departments may use or modify the clause as appropriate subject to County Counsel approval of modifications.

"Should Contractor require additional or replacement personnel after the effective date of this Agreement, Contractor shall give consideration for any such employment openings to participants in the County's Department of Public Social Services' Greater Avenues for Independence (GAIN) Program who meet Contractor's minimum qualifications for the open position. The County will refer GAIN participants by job category to the contractor."